

APPENDIX E

BRIEFINGS

E-1. Decision Briefing

The decision briefing is designed to obtain an answer or a decision. In higher headquarters, it is used for most matters requiring command decisions on administrative matters or to select a course of action during tactical operations. In division headquarters and below, a more informal modified type of the decision briefing is often used. The decision briefing is comparable to an oral staff study and generally follows the same sequence.

a. Introduction.

- (1) **Greeting.** Use military courtesy, address the person(s) being briefed, and identify self.
- (2) **Purpose.** State that the purpose of the briefing is to obtain a decision and announce the problem statement.
- (3) **Procedure.** Explain any special procedures such as a trip to outlying facilities or introduction of additional briefers.
- (4) **Coordination.** Indicate what coordination has been accomplished.
- (5) **Classification.** State security classification and ensure all personnel in attendance have appropriate security clearance.

b. Body.

- (1) **Assumptions** should have the following characteristics:
 - Should not be facts (or statements of the obvious) but should be based on fact if the stated condition materializes.
 - Should be written in future or conditional tense.
 - May be used in the absence of fact to provide a basis for the study and to broaden or limit the scope of the discussion.
 - Should state conditions that must exist if a specific plan is to be put into effect.

- Must be necessary for a logical discussion of the problem.
- Must have a direct bearing on the problem and the solution(s).

(2) **Facts** bearing on the problem. Must be supportable, relevant, and necessary.

(3) **Discussion.** Analyze courses of action. Plan for smooth transition.

(4) **Conclusions.** Degree of acceptance or the order of merit of each course of action.

(5) **Recommendation(s).** State action(s) recommended. Must be specific, not a solicitation of opinion.

c. Close.

- (1) Ask for questions.
- (2) Request a decision.

*d. Follow up.***NOTE**

Following the briefing, if the chief of staff is not present, the briefer must inform the staff secretary or XO of the commander's decision utilizing procedures prescribed by command SOP.

E-2. Information Briefing

The information briefing is designed to inform the listener. It deals primarily with facts and does not include conclusions or recommendations. It is used to present high priority information requiring immediate attention; complex information involving complicated plans, systems, statistics, or charts; and controversial information requiring elaboration and explanation. Situation briefings that cover the tactical situation over a period of

time usually fall into this category. A good format is shown below:

a. Introduction.

(1) Greeting. Use military courtesy, address the person(s) being briefed, and identify self.

(2) Purpose. Explain the purpose and scope.

(3) Procedure. Indicate procedure if demonstration, display, or tour is involved.

b. Body.

(1) Arrange main ideas in logical sequence.

(2) Use visual aids to amplify important points and to clarify complex ideas. "Busy" visual aids are usually counterproductive to this purpose.

(3) Plan for effective transitions.

(4) Be prepared to answer questions at any time.

c. Close.

(1) Ask for questions.

(2) Concluding statement.

(3) Announce the next briefer, if any.

E-3. Briefing Checklist

a. Analysis of Situation.

(1) Audience.

(a) Who and how many.

(b) Official position.

(c) Knowledge of subject.

(d) Personal preferences.

(2) Purpose and type.

(3) Subject.

(4) Physical facilities.

(a) Location.

(b) Arrangements.

(c) Visual aids.

b. Schedule Preparations.

(1) Complete analysis.

(2) Prepare outline.

(3) Determine requirements.

(4) Schedule rehearsals.

(5) Arrange for final review.

c. Construct the Briefing.

(1) Complete analysis.

(2) Prepare outline.

(3) Determine requirements.

(4) Schedule rehearsals.

(5) Arrange for final review.

(a) Rehearse.

(b) Isolate key points.

(c) Memorize outline.

(d) Develop transitions.

(e) Use definitive words.

d. Delivery.

(1) Posture.

(a) Military bearing.

- (b) Eye contact.
 - (c) Gestures and mannerisms.
- (2) Voice.
 - (a) Pitch and volume.
 - (b) Rate and variety.
 - (c) Enunciation.
- (3) Attitude.
 - (a) Business like.
 - (b) Confident.
 - (c) Helpful.
- (4) Follow up.
 - (a) Ensure understanding.
 - (b) Record decision.
 - (c) Inform proper authorities.